

GLENDALE

Fire Department



2011-2016 Strategic Plan



Facilitated by



Center for
Public Safety
Excellence



Foreward

I am proud to present the Glendale Fire Department's community driven strategic plan for 2011-2016. This is the first time the Glendale Fire Department has engaged the community in a strategic planning process. In doing so, we recognize the great benefit to us and the City of Glendale in learning what the community expects from its Fire Department.

Over the past few years, the Glendale Fire Department has had to make significant reductions in all areas of the organization. These reductions have presented difficult challenges in the delivery of services and programs to the community. Like many fire departments in our region, we continue to experience steadily increasing call loads which challenge our core program service delivery expectations.

Fire prevention inspections are more complex than ever and we are called upon to deliver public education programs to an increasingly diverse community that has grown by a third over the past thirty years. These issues, along with the many projects and programs that are needed in the delivery of services by a contemporary urban fire department, have only added to the challenges facing us.

In response, the Glendale Fire Department must reassess its priorities through this strategic planning process with valuable input from the community, as well as members of the organization. In today's difficult fiscal times, collaborative participation is more important than ever as we set strategic goals for the next five years.

This plan contains eight strategic goals that I am fully confident we will be able to attain. These goals focus on improving our organization through the implementation of enhanced training programs, increasing efficiency through the use of technology, promoting greater inter-departmental collaboration, and better preparing future leaders to manage the organization.

The idea that the men and women of the Glendale Fire Department are actively engaged in an ongoing process for improvement is exciting to me. Our members' commitment to this strategic planning process clearly shows their commitment to the community of Glendale.

I would like to thank our City Council, City Manager, community members, internal city staff, and representatives from our regional fire departments for committing their time to participate in our strategic planning process. I would also like to thank our internal team for their ongoing commitment to improve the Glendale Fire Department. We would not be able to grow without all of you and we will continue to succeed as a result of your efforts.

- **Harold D. Scoggins, Fire Chief**

Introduction

The Glendale Fire Department (GFD) provides fire suppression, emergency medical services, fire prevention, technical rescue, hazardous materials mitigation, domestic preparedness planning and response, fire investigation, and public fire/EMS safety education to the city of Glendale. The GFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of the community, and is currently researching the possibility of pursuing accreditation through the Commission on Fire Accreditation International (CFAI).

In an effort to work toward self-improvement, the GFD contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future. This collaboration has brought us to the development and implementation of a "Community-Driven Strategic Plan." The strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual*, 8th Ed., and is intended to guide the organization within established parameters set forth by the City of Glendale.

The CPSE utilized the Community-Driven Strategic Planning process to go beyond the development of a document. The process challenged the membership of the GFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, this process provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the department's external and internal stakeholder groups performed an outstanding job in committing to this important project and remaining committed to its completion.

The Glendale Fire Department's strategic plan sets forth a comprehensive vision and mission statement that provides the department with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the department's members, individually and collectively, will carry out its mission. In the following pages, the GFD identifies our goals, objectives, and strategies that will allow the department to realize its vision.



GLENDALE FIRE DEPARTMENT STRATEGIC PLAN TABLE OF CONTENTS

Organizational Background	1
Community-Driven Strategic Planning	2
Acknowledgements	4
External Stakeholder Group Findings	5
Internal Stakeholder Group Findings	6
Regional Stakeholder Group Findings	7
Mission	9
Values	9
Vision	10
Goals	11
Programs and Services	12
S.W.O.T. Analysis	12
Critical Issues and Service Gaps	13
Performance Measurement	14
Goals and Objectives	15
The Success of the Strategic Plan	23
Glossary of Terms and Acronyms	24
Works Cited	27
Appendix A - External Stakeholders' Input	
Appendix B - Internal City Department Stakeholders' Input	
Appendix C - Regional Stakeholders' Input	
Appendix D - Supporting Services	
Appendix E - Glendale Fire Department Strengths	
Appendix F - Glendale Fire Department Weaknesses	
Appendix G - Glendale Fire Department Opportunities	
Appendix H - Glendale Fire Department Threats	

Organizational Background

The City of Glendale is located in Los Angeles County, California on the eastern end of the San Fernando Valley. The city is governed by an elected City Council of five members, of which one is elected from within as Mayor. The Glendale Fire Department (GFD) history is a well-documented source of local pride. The GFD's roots date back to 1907 when voters approved funds for the first fire station to be built. By 1922, all firefighters were full-time, paid employees.

Currently, the department serves approximately 207,902 residents and many visitors within the 30.59 square-mile incorporated area of Glendale. The GFD provides progressive and high quality fire, emergency medical, hazardous materials mitigation and technical rescue emergency services utilizing a cadre of 225 full-time civilian and sworn employees and 30 part-time employees.

Emergency responders are deployed from nine stations, with nine engine companies, three ladder truck companies, four rescue ambulances and two basic life support ambulances, two water tenders, a hazmat unit, USAR unit, air utility unit, and hill patrol. In addition to responding to just under 15,800 emergency calls in 2010, the GFD administers numerous programs. These programs include local/state/federally mandated training, fire & life safety inspections (commercial and residential), environmental inspections, plan checks and reviews, and arson investigation. The GFD also collaborates with many other fire protection agencies at the local, state, and federal levels.

The department is committed to excellence through education and training. The GFD training center coordinates with the city, county and state agencies. Community involvement is also a top priority with the GFD. We provide programs and services such as Public Education, Cadet and Explorer programs, community outreach participation, recruitment fairs, and also participation and sponsorship with many local charities.



Community-Driven Strategic Planning

To ensure that community's needs and priorities were considered, a Community-Driven Strategic Planning process was used to develop the GFD Strategic Plan. For many successful organizations, the voice of the community drives their operations and charts the course for their future.

A "community-driven organization" is defined as one that

*maintains a focus on the needs and expectations, both spoken and unspoken,
of customers, both present and future,
in the creation and/or improvement of the product or service provided.¹*

It will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences and standards will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

***"What we have to do today is to be
ready for an uncertain tomorrow."***

Peter F. Drucker,
Professor of Social Science
and Management

Goodstein, Nolan, & Pfeiffer define Strategic Planning as

*"a continuous and systematic process
where the guiding members of an organization make decisions about its future,
develop the necessary procedures and operations to achieve that future, and
determine how success is to be measured."*²

^{1,2} Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*.

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the *process of planning that is important*, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the City, leadership, members, and stakeholders through a common understanding of where the department is going, how everyone involved can work toward that common purpose, and how progress will measure success.

The Community-Driven Strategic Planning Process Outline

1. Define the services provided to the community and establish the community's service priorities.
2. Establish the community's expectations of the department, department aspects that the community views positively, as well as any concerns they may have about the department.
3. (Re)Develop the department's Mission Statement.
4. (Re)Establish the Values of the department's membership.
5. Identify the Strengths and any Weaknesses of the department.
6. Identify areas of Opportunity for and potential Threats to the department.
7. Establish realistic goals and objectives, along with critical tasks for each objective.
8. Develop a Vision of the future.
9. Develop organizational and community commitment to the plan.

Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges Glendale Fire Department's External and Internal Stakeholders for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Harold Scoggins for his leadership and commitment to this process.

Development of the GFD's Strategic Plan took place in July 2010, during which time representatives from the CPSE and the GFD held a workshop where members of the public (external stakeholders) were invited. Valuable commentary and useful concerns were collected. Discussion at the meeting revolved around community concerns, expectations, and comments about the department. The GFD and the CPSE express a special 'thank you' to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting are as follows:

Table 1: GLENDALE FIRE DEPARTMENT External Stakeholder Group

<i>Ida Babayan</i>	<i>Lisa Brooks</i>	<i>Jeanett Cordon</i>	<i>Art Devine</i>
<i>Paula Devine</i>	<i>Mark Estrada</i>	<i>Greg Gregorian</i>	<i>Cathy Keen</i>
<i>Judee Kendall</i>	<i>Mike Lee</i>	<i>Camille Levee</i>	<i>Dawn Lindsay</i>
<i>Gwen Matthews</i>	<i>Barbara Minnick</i>	<i>Liz Mirzaian</i>	<i>Liz Radley</i>
<i>Ron Reed</i>	<i>Roxanne Schorbach</i>	<i>Nate Smith</i>	<i>Mirna Stanley</i>
<i>Larry Varnes</i>	<i>Renay Wallace</i>	<i>Frances Weigand</i>	<i>Bill Weisman</i>
<i>Rick White</i>	<i>Larry Zarian</i>		
City Employees:			
<i>Ned Bassin</i>	<i>Ronald Borucki</i>	<i>Jason Bradford</i>	<i>Cindy Cleary</i>
<i>Chief Ron De Pompa</i>	<i>Jan Edwards</i>	<i>Lily Fang</i>	<i>April Fitzpatrick</i>
<i>Carolyn Flemming</i>	<i>Michele Flynn</i>	<i>Edward Fraga</i>	<i>Hassan Haghani</i>
<i>Steve Hronek</i>	<i>Ardy Kassakhian</i>	<i>Philip Lanza fame</i>	<i>Raymond Wong</i>



External Stakeholder Group Findings



Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the GFD needs to understand what the community considers to be their priorities. The External Stakeholders were asked to prioritize the services offered by the department through a process of direct comparison.



Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs. In certain areas, education on the level of service that is already available may be all that is needed.



Areas of Concern

This process would fall short and be incomplete without an expression from the community regarding concerns about the department. Some areas of concern may in fact be a weakness within the delivery system. However, some weaknesses may also be misperceptions based upon a lack of information or incorrect information.



Positive Feedback

For a strategic plan to be valid, the community's view on the strengths and image of the department must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the identified strengths may often help the department overcome or offset some of the identified weaknesses.

Additionally, External Stakeholders were asked to share any other comments they had about the GFD. Service priorities as identified by the external stakeholders are as follows: **Service Priorities as Identified by the External Stakeholders**

SERVICES	RANKING	SCORE
Fire Suppression	1	154
Emergency Medical Services	2	131
Technical Rescue	3	111
Hazardous Materials Mitigation	4	79
Fire Prevention	5	66
Domestic Preparedness Planning and Response	6	48
Fire Investigation	7	44
Public Fire/ EMS Safety Education	8	39

A complete list of all the external stakeholder findings is found in **Appendix A**.

Internal Stakeholder Group Findings



The internal stakeholder work sessions were conducted over the course of three days. The work sessions generated a high level of interest and participation by the broad department representation in attendance, as named and pictured on page eight. Their participation and invaluable insights were essential in the challenge to develop a quality product. Service priorities as identified by the internal stakeholders are as follows:

Service Priorities as Identified by the Internal City Department Stakeholders

SERVICES	RANKING	SCORE
Fire Suppression	1	95
Emergency Medical Services	2	82
Technical Rescue	3	63
Fire Prevention	4	58
Hazardous Materials Mitigation	5	45
Domestic Preparedness Planning and Response	6	35
Fire Investigation	7	23
Public Fire/ EMS Safety Education	8	19

A complete list of all the internal stakeholder findings is found in **Appendix B**.

Table 2: GLENDAL FIRE DEPARTMENT Internal Stakeholders

Greg Ahern Senior Inspector	Dan Claridge Firefighter	Corey Creasey Battalion Chief	John Deneen Engineer
Jovan Diaz Sr. Fire Environmental Safety Specialist	Bob Doyle Deputy Fire Chief	John Fitzgerald Captain	Andrew Gano Firefighter/ Paramedic
Bob Garibay Firefighter	Greg Godfrey Battalion Chief Administration	Ronald Gulli Battalion Chief EMS	Tanya Gregorian Public Education Coordinator
Patrick Griffith Engineer	Steve Haleen Engineer	Jeff Halpert Fire Marshal	Cordell Harges Captain
Ara Hoonanian Firefighter	Chris Jernegan Engineer/ Paramedic	Charlie Kimball AO	Thomas Marchant Captain
Ed Marquez Captain	Foster McLean Sr. Fire Environmental Safety Specialist	Mike Meyer Firefighter	Jim Michael Firefighter/ Paramedic
Joe Morelli Fire Inspector- FPB/EMC	Tom Propst Battalion Chief	Jeff Ragusa Captain	Michael Richardson Engineer/ Arson Investigator
Tyler Richardson Firefighter/ Paramedic	Vince Rifino Battalion Chief	Julie Schaeffer Admin Analyst	Anita Shandi Executive Secretary
Lynda Sims FCSS	Craig Skidmore Captain	Kevin Stockton Firefighter	Lucy Varpetian Sr. Asst. City Attorney
Will Williams Senior Equipment Mechanic	Terry Williamson Firefighter/ Paramedic/ SA		

Regional Stakeholder Group Findings

The regional stake holders were a critical part of our findings and helped to guide us towards a direction that would help unify the GFD as well as our surrounding counterparts. Service priorities as identified by the regional stakeholders are as follows:

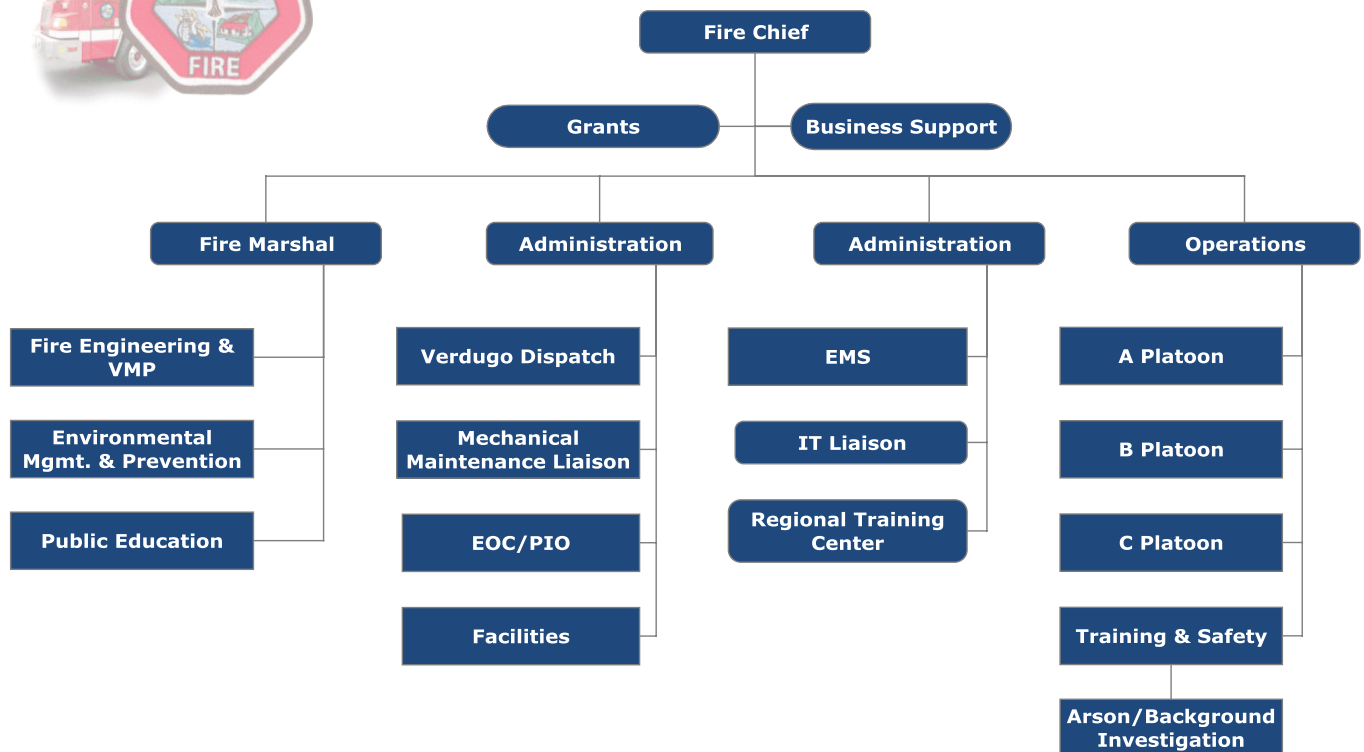
SERVICES	RANKING	SCORE
Emergency Medical Services	1	108
Fire Suppression	2	106
Technical Rescue	3	62
Hazardous Materials Mitigation	4	61
Fire Prevention	5	57
Domestic Preparedness Planning and Response	6	30
Fire Investigation	7	30
Public Fire/ EMS Safety Education	8	22

A complete list of all the regional stakeholder findings is found in **Appendix C**.

Internal Stakeholder Group



Glendale Fire Department



Mission

The purpose of the Mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

GFD's Internal Stakeholders reviewed the existing Mission and presented a modification as noted below.

GLENDALE FIRE DEPARTMENT Mission

GFD Mission:

The mission of the Glendale Fire Department is to protect life and property by providing the highest level of service to the community.

Values

Establishing values embraced by all members of an organization is extremely important. The GFD recognizes the features and considerations that make up the personality of the organization. GFD Internal Stakeholders developed value statements with emphasized key words as the core values terms.

Table 3: GLENDALE FIRE DEPARTMENT Values Statements

Glendale Fire Department Values:
Excellence in Service- In Everything We Do
Integrity- Maintain the Communities Trust: Citizens First
Approachability- Our Door Is Always Open
Respectful- To Those We Serve And Each Other
Communication- Actively Listening and Sharing: Who We Are and What We Do
Professionalism- Maintaining The Highest Standard While Seeking Improvement

Vision

The next step in the process was to establish a vision of what the GFD should be in the future, building upon the framework and foundation of the Mission and Values. Our visions provide us targets of excellence that the organization will strive toward and provide a basis for its goals and objectives.

Table 4: GLENDAL FIRE DEPARTMENT Vision

Our Vision Is...

... That we are widely recognized as a department which demonstrates excellence in the delivery of its services.

... That we honor our community's trust by demonstrating our commitment to duty.

... That we strive to continually improve services and programs to the community, ensuring they are made available and are clearly understood by our stakeholders.

... That we proactively identify and analyze our community's risks, thereby maintaining an efficient response model.

... That we build strong relationships and consistent collaboration with our regional partners and support agencies.

... That our internal culture reflects a diverse, respectful and professional atmosphere, nurtured by a cooperative and evolving internal communication processes.

... That comprehensive training, employee development and succession planning will ensure the future success of our fire department.

... That we effectively manage our resources and utilize technology to continually improve our programs.

... That our leadership and workforce will hold one another accountable for honoring our mission and values, while continuously striving to reach our goals.

...That the Glendale Fire Department will consistently exceed the expectations of our community.

Goals

In accordance with the Community-Driven Strategic Planning process, the following goals were developed after establishing core programs, supporting services, strengths, weaknesses, opportunities, threats, critical issues and service gaps. Those essential steps in the process are included to follow this section, as are the complete set of goals and objectives with critical tasks and timeframes.

Table 5: GLENDAL FIRE DEPARTMENT Goals

Goal 1	Develop and implement Standard Operating Guidelines for all hazards and risks within Glendale.
Goal 2	Develop an operationally efficient Pre-Incident Planning Program.
Goal 3	Develop a recruitment, career development and succession planning strategy.
Goal 4	Develop a Workload Analysis for every classification and program for the purpose of prioritizing work load distribution.
Goal 5	Develop an operating guideline for communication and operational standards for successful automatic and mutual aid responses.
Goal 6	Establish a physical resource plan to provide for scheduled maintenance and replacement of facilities and apparatus.
Goal 7	Define the mission and evaluate the effectiveness of our current community education program, and identify areas for improvement.
Goal 8	Develop a periodic process to evaluate and improve the efficiencies of the fire department data management and file sharing systems.



Programs and Services

Prior to the development of the department's goals, the GFD Internal Stakeholders identified the following core programs provided to the community:

Table 6: Core Programs

• Fire Suppression	• Technical Rescue
• Emergency Medical Services	• Hazardous Materials Mitigation
• Public Fire/ EMS Safety Education	• Domestic Preparedness Planning and Response
• Fire Investigation	• Fire Prevention

Also identified were the supporting services that that enable the department to deliver their core programs **Appendix D**.

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is designed to allow a department to make candid observations. The Internal Stakeholders participated in this analysis by noting department strengths and weaknesses, as well as possible opportunities and potential threats.

Strengths

It is important to identify department strengths in order to ensure capability of the provision of services requested by the community, and to ensure consistency with the issues facing the department. Through a consensus process, the Internal Stakeholders identified the strengths of the GFD which can be found in **Appendix E**.

Weaknesses

For any department to begin or continue to move forward, it must identify areas where its functions can improve. The areas which can be improved upon consist of internal issues and concerns that may slow or inhibit progress. The items that were identified by the Internal Stakeholders as weaknesses can be found in **Appendix F**.

Opportunities

Potential opportunities were identified both within as well as beyond our traditional service area. The Internal Stakeholders identified potential opportunities which can be found in **Appendix G**.

Threats

Understanding that threats are not completely and/or directly controlled by the department, possible threats were identified in an effort to reduce the potential for loss. Some of the current and potential threats identified by the Internal Stakeholders can be found in **Appendix H**.

Critical Issues and Service Gaps

Internal Stakeholders identified the primary critical issues and service gaps that faced by the department. These provided the foundation for the establishment of goals and objectives in order to provide stated levels of service and meet the future vision of the GFD.

Table 7: Critical Issues of GLENDALE FIRE DEPARTMENT

• Over commitment	• Staffing levels
• Span of Control	• Economic Impact
• Interoperability with external agencies	

Table 8: Service Gaps of GLENDALE FIRE DEPARTMENT

• Communication	• Mechanical Maintenance
• Storekeeper	• Verdugo Dispatch System
• Information Technology	• Human Resources
• Finance	• Training



Performance Measurement

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”³ They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

Why Measure Performance?

It has been said that:

- *If you don't measure the results of your plan, you can't tell success from failure.*
- *If you can't see success, you can't reward it.*
- *If you can't reward success, you're probably rewarding failure.*
- *If you can't see success, you can't learn from it.*
- *If you can't recognize failure, you can't correct it.*
- *If you can demonstrate results, you can win public support.*

Reinventing Government

David Osborn and Ted Gaebler

In order to establish that the GFD's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

Goals and Objectives

In order to achieve the mission and vision of the GFD, Internal Stakeholders established realistic goals and objectives. These are management tools that should be updated on a continuing basis in order to identify what has been accomplished and to note changes within the department and the community.

By carrying out these goals and objectives, the department will be directed toward its desired future. Each objective has an established timeframe for completion, thus leadership should look to responsible parties and/or work groups to report progress and adjust as needed. Further, performance measurement tips are addressed in **Appendix H**.

***"If you don't keep score,
you're only practicing."***

Vince Lombardi,
American Football Coach and Motivator

Goal 1	Develop and implement Standard Operating Guidelines for all hazards and risks within Glendale		
Objective 1A	Identify pertinent operational information to be captured.		
Timeframe	3 months	Funding Estimate	Minimal (\$0-5,000)
Critical Tasks	<ul style="list-style-type: none"> Identify task force committee members. Research currently available industry practices. Review and utilize current information (SOP's, pre incident fire plans, Verdugo data, etc). Identify information not readily available and best available methods to obtain the same. 		
Objective 1B	Develop methodologies to best capture, store, use, access and update data.		
Timeframe	4 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> Research current available methodologies. Educate then recommend the methodology(ies) of choice. Create master database. Develop training program. 		
Objective 1C	Perform comprehensive response risk assessment		
Timeframe	12 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> Identify all risk response categories. Survey the city. Assign into the established risk response categories. 		
Objective 1D	Create Standard operating guidelines for identified risks		
Timeframe	3 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> Identify critical tasks associated with each type of risk. 		
Objective 1E	Review, evaluate, and update		
Timeframe	Ongoing	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> Ensure system can be reviewed and updated periodically. Update as necessary. 		

Goal 2 Develop an operationally efficient Pre-Incident Planning Program.			
Objective 2A	Develop comprehensive preplan for every target hazard in the city.		
Timeframe	6 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Identify pre-plan program needs. • Input from potential stakeholders. • Define and identify target hazards. • Solicit other target considerations (i.e. helispot, etc). • Define type of risk associated with each (national standards list). • Review current pre plans book. • Update pre plans as necessary. 		
Objective 2B	Implement selected program to CAD/ all GFD apparatus.		
Timeframe	3 – 6 months	Funding Estimate	\$15,000
Critical Tasks	<ul style="list-style-type: none"> • Feasibility study. • Identify software/hardware needs. • Coordinate installment of software/ hardware. • Implement structured field test and deploy system. 		
Objective 2C	Train, evaluate, and review program applicability and effectiveness.		
Timeframe	Ongoing	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Provide training program. • Survey end user satisfaction, concerns and issues. • Develop a maintenance and improvement program. 		



Goal 3	Develop a recruitment, career development and succession planning strategy.		
Objective 3A	Identify key positions (programs/projects/special assignments) in the fire department and interested successors, to maintain the continuity of services and specialized operations.		
Timeframe	12 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none">• Identify key position skill sets.• Develop a mentor/apprentice training program.• Develop training development materials and apprentice task book to ensure accountability.• Implement mentor/apprentice training program.• Evaluate mentor/apprentice program.		
Objective 3B	Develop and maintain career development program for all promotable positions in the fire department.		
Timeframe	24 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none">• Create a career development committee.• Identify all promotable positions in the Fire Department.• Identify key courses, curriculum and requirements for promotion.• Develop a career development guide and position task books for all promotable positions.• Implement a career development program.• Evaluate and review career development.		
Objective 3C	Identify recruiting opportunities to reflect the diversity of the community.		
Timeframe	12 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none">• Create a recruiting position or recruitment committee.• Identify city demographics.• Maintain current programs that assist with recruitment (ambulance operators, cadets, and explorers.)• Identify other external outreach opportunities (nonprofit organizations, youth oriented groups, military recruiters, college athletic directors, professional organizations, etc).• Establish relationships with other external groups.• Develop a recruitment plan for all entry level positions.• Develop a marketing strategy to effectively communicate information relevant to each entry level position.• Implement recruitment plan and marketing strategy.• Evaluate recruitment outcomes.		
Objective 3D	Develop and maintain a retention plan to ensure department stability and low turnover.		
Timeframe	Ongoing	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none">• Work to provide an encouraging and safe working environment.• Provide the highest quality facilities, apparatus and equipment for personnel.• Identify pay and incentives to remain competitive in the region.• Focus on fostering positive labor/management relationships.		

Goal 4	Develop a Workload Analysis for every classification and program for the purpose of prioritizing work load distribution		
Objective 4A	Inventory all of the jobs, tasks, special programs, assignments and requirements of all personnel.		
Timeframe	3 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Identify personnel to conduct analysis and provide them training in Workload Analysis (use consultant?). • Create clear, concise objectives for process. • Create oversight committee to identify issues and provide a sounding board for issues. 		
Objective 4B	Collect and present data.		
Timeframe	6 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Construct and review survey instruments and data collection work plan with oversight committee. • Conduct surveys and interviews with personnel. • Tabulate and format results. 		
Objective 4C	Review with oversight committee.		
Timeframe	6 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Prepare recommendations. • Prioritize recommendations. • Implement recommendations. • Maintain a repeat process. 		



Goal 5	Develop operating guideline for communication and operational standards for successful automatic and mutual aid responses.		
Objective 5A	Develop a comprehensive communication plan that addresses regional relationships.		
Timeframe	3 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Identify external regional stakeholders. • Identify regional representatives/ designees. • Establish committee meeting: ground rules, schedules, etc. • Create a quarterly regional training bulletin. • Develop personal relations/connections with neighboring departments/stations. 		
Objective 5B	Create a plan of shared visions, expectations among regional stakeholders.		
Timeframe	6 - 12 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Establish priorities as identified by regional stakeholders. • Create a document with committees and findings. • Individual stakeholders to present findings to their respective departments. • Identify operational areas that can be standardized and those that cannot. 		
Objective 5C	Develop regional training standards and practices.		
Timeframe	24 - 36 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Identify and evaluate local, regional, state, and federal policies, standards, practices, and mandates. • Compare existing regional practices. • Create agreed upon curriculum/lesson plans. • Present regional multi-company training. 		
Objective 5D	Develop and evaluate the implementation plan.		
Timeframe	Ongoing	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Conducted by committee. • Assignment of responsibilities for ongoing evaluation. • Create a schedule for evaluation of plan. • Gather information and identify alternatives. • Analyze and select alternatives. • Review findings and implement recommended changes. 		

Goal 6	Establish a physical resource plan to provide for scheduled maintenance and replacement of facilities and apparatus.		
Objective 6A	Determine current performance level of fixed assets, fleet & maintenance.		
Timeframe	6 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Develop evaluation tool. • Conduct a survey with end users. • Evaluate data. 		
Objective 6B	Identify critical needs for fleet and maintenance.		
Timeframe	6 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Identify fire specific needs, requirements and certifications. • Identify NFPA standards. • Identify labor needs. • Review purchasing process. • Review continual education program. 		
Objective 6C	Identify needs of GFD fixed assets.		
Timeframe	6 months	Funding Estimate	\$15,000
Critical Tasks	<ul style="list-style-type: none"> • Survey all fire facilities to identify current and future needs. • Prioritize fixed asset improvement plan. 		
Objective 6D	Evaluate different fleet maintenance/service models and present results to stakeholders		
Timeframe	Ongoing	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Analysis of costs, time and quality. 		



Goal 7	Define the mission and evaluate the effectiveness of our current community education program and identify areas for improvement.		
Objective 7A	Create a needs assessment work group.		
Timeframe	3 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Define the mission of a community education program. • Identify all current community education programs. • Develop community survey. • Distribute community survey to appropriate external stakeholders. • Develop internal survey. • Distribute internal survey to appropriate Fire Department Personnel. 		
Objective 7B	Analyze community and internal surveys.		
Timeframe	3 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Obtain results from community and internal surveys. • Compile input collected into usable data format. • Analyze input obtained from surveys to determine strengths, weaknesses and needs. 		
Objective 7C	Identify necessary program changes and/or additions to reflect survey analysis.		
Timeframe	3 months	Funding Estimate	\$10,000
Critical Tasks	<ul style="list-style-type: none"> • Sort programs by age/demographics/special interest. • Prioritize changes and/or additions. • Identify available methods for delivering programs and disseminating information (i.e. media outlets). • Develop plan for implementation of all changes and additions. 		
Objective 7D	Evaluate effectiveness of the outreach programs.		
Timeframe	2 months	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Distribute survey again to collect results from community. • Compare results from original needs assessment. 		



Goal 8	Develop a periodic process to evaluate and improve the efficiencies of the Fire Department's data management and file sharing systems.		
Objective 8A	Conduct a "needs assessment" of our current technology and data systems.		
Timeframe	1 month	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Identify steering committee members from each Fire Department section (Operations, Training, EMS, FPB, Admin., Fire Mechanical Maintenance). • Identify systems to be reviewed that affect each Fire Department section. • Research current available industry practices, including current in-house practices. • Review other department's experiences related to software in order to identify pros and cons. • Keep it simple. 		
Objective 8B	Analyze the results of the "needs assessment" to formulate a plan.		
Timeframe	1 month	Funding Estimate	Minimal
Critical Tasks	<ul style="list-style-type: none"> • Steering committee will analyze the results of the "needs assessment." • Steering Committee will provide a presentation and recommendations and evaluate future direction. 		
Objective 8C	Implement a data management system(s).		
Timeframe	6 mo. – Ongoing	Funding Estimate	\$20,000
Critical Tasks	<ul style="list-style-type: none"> • Develop/select a system. • Implement system. • Train employees on system. • Stay Up-to-date with software updates. • Ongoing review, follow up (every 2 years after implementation). 		



The Success of the Strategic Plan

The GFD has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the department during the development stage of the planning process. The department utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the GFD's Strategic Plan will not only depend upon implementation of the goals and their related objectives, but also from the support received from the City of Glendale, membership of the department, and the community at-large.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of the GFD also has a role and responsibility in this Strategic Plan.

"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."

Good to Great and the Social Sectors
Jim Collins

Provided that the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵



⁵ Matthews (2005), *Strategic Planning and Management for Library Managers*

Glossary of Terms and Acronyms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms are defined as follows:

Accreditation	A process by which an association or department evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from a department.
Accredited	The act of accrediting or the state of being accredited , especially the granting of approval to an institution or department by an official review board or organization that has established nationally accepted standards.
AED	Automatic External Defibrillator/ion
ALS	Advanced Life Support
AO	Ambulance Operator
BLS	Basic Life Support
CERT	Community Emergency Response Team
CPR	Cardio Pulmonary Resuscitation
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMC	Environmental Management Center
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
EOC	Emergency Operations Center
FPB	Fire Prevention Bureau
Input	A performance indication where the value of resources are used to produce an output.

Minimal	Identifying a cost between \$0-\$5,000.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Management	The monitoring for improvement of performance through the ongoing process of goal-setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
PIO	Public Information Officer
RMS	Record Management System/Software
SA	Staff Assistant
Service Quality	The degree to which customers are satisfied with a program & how accurately or timely a service is provided
SOG	Standard Operating Guideline
SOP	Standard Operating Procedures
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Direction	The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission and values.
Strategic Goal	A broad target that defines how the department will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the department to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the

successful completion of a strategic goal.

Strategic Plan

A planning document that defines the mission of the department and identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.

Strategic Planning

The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

Strategy

A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.

USAR

Urban Search And Rescue

Vision

An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

Works Cited

- Bryson, J. M. (2004). *Strategic Planning for Public and Nonprofit Organizations* (3rd Ed.). San Francisco: Jossey-Bass.
- Collins, J. (2009). *Good to Great and the Social Sectors*. Boulder: Jim Collins.
- Commission on Fire Accreditation International. (2009). *Fire & Emergency Service Self-Assessment Manual*. (8th Ed.)
- Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*. Retrieved April 25, 2009, from GovInfo: <http://govinfo.library.unt.edu/npr/library/papers/benchmark/customer.html>
- Griffin, R. W. (2008). *Fundamentals of Management* (Fifth Ed.). Boston, MA: Houghton Mifflin Company.
- Sorkin, Ferris, & Hudak. (1984). *Strategies for Cities and Counties*. Public Technology.
- Wheeland, C. M. (2004). *Empowering the Vision – Community-Wide Strategic Planning in Rock Hill, South Carolina*. Lanham, MD: University Press of America.

Appendix A

External Stakeholders Input

Expectations as Identified by the External Stakeholders (In priority order)

1. Quick/ immediate response to all emergency/ crisis situations.
2. Knowledgeable and adequately trained fire department staff (to control all situations).
3. To collaborate with other agencies in the community to make Glendale the healthiest, safest place to live.
4. Visible and involved in the community (strategic partners)
5. Well trained, professional team.
6. Emergency medical services.
7. Technical rescue.
8. Fire Investigation.
9. Fire Suppression.
10. Preparedness training for large scale disaster/ terrorism response and that this be communicated to the public with what the public can expect.
11. To put out fire to save life and property.
12. To respond effectively and rapidly to medical emergencies.
13. To proactively work and address risks in the community (prevent fires).
14. Maintain high insurance rating (Class 1) demonstrating validating community value.
15. SOP's will be reviewed at least annually and modified as needed.
16. Firefighters will look and act professional while on duty to each other and public.
17. Up to date on latest technology and practices.
18. Adequate equipment.
20. Ability to train general public about fire prevention and public safety (not just school age children).
21. A true concern for the public and attitude of willingness to serve.
22. Hazmat mitigation.
23. Public fire education.
24. Fire Prevention.
25. Prompt professional effective fire suppression.
26. Technical rescue implementation.
27. EMS with consistency and up to date training.
28. Public education outreach of fire avoidance done cost effectively with corporate funding.
29. Dedicated.
30. Impeccable technician of their craft.
31. Relentless follow through.
32. To stay trained and update on areas that could impact community safety and plan
33. Sensitivity to those involved in crisis.
34. Honesty and fairness.
35. Good communication skills.
36. Hire the best and brightest.
37. Work closely with the community to understand needs.
38. Educate community, schools and businesses about fire safety.

Appendix A

External Stakeholders Input

39. Strong leadership.
40. It would be a good thing if the FD followed through on EMS calls by calling the next day,
41. Response level (equipment/ manpower) will be in line with the incident level (not too much or too little).
42. Be proactive in educating the public on safety and emergency preparedness.
43. Education of the needs.
44. Professional treatment.
45. Service delivery.
46. Courtesy.
47. Communication with all relevant parts of community.
48. Support when needed for internal emergencies.
49. Maintain inventory of equipment to latest technology.
50. Maintain community involvement at current level.
51. Immediate response to calls reporting fires.
52. High standards for professionalism and highest level of training for all services provided.
53. To be ready and prepared during high fire season in the hillside communities.
54. To ensure that appropriate rescue teams are available when needed.
55. That fire personnel (EMT's) are appropriately trained to assist or intervene in emergency situations with injured or ill individuals.
56. To reach out to our diverse community, particularly the "younger" men whom seem to ignore safety regulations and laws.
57. To ensure that buildings, i.e. hospitals, are safe in accordance with regulations.
58. Protection of property from fires or other natural disasters.
59. A concern for public safety, ensuring life support.
60. Providing community input to critical issues possibly impeding response times in
61. Understand that the department serves the people; that the people are your boss.
62. Professional demeanor, knowledgeable of proper procedures.
63. Well rested, ready to work.
64. Trained, staffed and equipped to handle the whole gamut of emergency situations: wildland/structure/high rises, debris flow, hazmat, etc.
65. No institutional tolerance for hazing, discrimination, racism/sexism, etc.
66. Investigation- so it doesn't happen again.
67. Well prepared to respond to any emergency.
68. To maintain high level of respect in the community because of the outstanding job they
69. Continue to be responsive to public concerns.
70. Continue to look at methods of improvement (such as this study).
71. Partnerships with federal government entities (FEMA/ OSHA).
72. Partnerships with local businesses.
73. Domestic Preparedness.

Appendix A

External Stakeholders Input

Areas of Concern Identified by the External Stakeholders

(No particular order)

- Lack of cost effective, low effort outreach means our only contact is calling 911. Little money need be spent if this is done well using technological advancements in conjunction with corporate donations and well established practices.
- Rapid response to fire.
- Delayed telephone response.
- BBQ fires in park.
- Smoking in park.
- Cut backs in rigs and personnel that short the department of what it needs.
- None at this time.
- Recommend more community awareness/ visibility.
- Perceived lack of resources (\$ and equipment).
- Personnel stretched too thin.
- Possibility of limiting community education due to lack of funding.
- Many times, the engine shows up before the EMS calls.
- Overtime compensation and the process of calling personnel to cover for sick time, days off, etc.
- Need a majority of fire personnel to live in Glendale.
- 85% of calls are medical (according to consultant) yet in southern part of city, big ladder truck is always dispatched.
- More of a question than a concern; are they adequately staffed? Are staff costs in line with other departments in similar sized So Cal cities?
- Will city budget cuts hurt FD? Is there a plan for income/ funding shortfalls?
- They are not as present in the community as I would like them to be. For example, I would like to see them going to the public libraries and reading to the children the personal contact is quite valuable.
- I am not from this area, unable to comment.
- Outstanding department faces serious threats with ongoing cuts in budget; will they be able to continue to service Glendale in view of budgetary concerns?
- Budget.
- Equipment.
- Communication with the community.
- Ethnic mix.
- Gender mix.
- Lack of resources, both personnel and equipment, due to economic instability.
- Being asked to do too many things- that perhaps should be under the purview of police, medical community etc without adequate resources.
- Poor communication with other firefighter bodies throughout the state.
- Lack of ethnic diversity.
- I have no concerns. We have the best fire department.
- Concerned that much time is going to emergency calls that are not real emergencies. Would like to see a way to minimize this.

Appendix A

External Stakeholders Input

- Concerned about what is being said about pay and pension issues.
- Offhand can't think of any concerns- only compliments- having been treated and transported by GFD from my home to local hospital.
- Response times may not be as timely as possible due to out of service situations in remote areas of the city.
- Budgetary concerns getting in the way of providing adequate services. Quality and speed of response are paramount.
- It concerns me that some are lobbying to reduce manpower in this department.
- It concerns me that a more qualified applicant will be passed over to satisfy an ethnic balance. These men have our lives in their hands, we want the best.
- Unsustainable pension structure.
- Response to criticism of staffing model (# of crew per engine).
- Response to criticism to return to private/ contracting ambulances for EMS response.
- Many GFD personnel can not afford to live in Glendale! Through housing subsidies or other measures, Glendale needs to enable our first responders to actually live in the communities they serve.
- Department doesn't share info with public. This doesn't apply to pay. This info is why did the department choose "x" over "y". Example, 1 big equipment verses 2 medium size or we will protect this house over that one. Better explanation is needed to public.
- Lack of female members of fire department- if fitness qualifications are problematic, other methods of equal contribution should be developed.
- The number of firemen sent on EMS calls seems to be excessive.
- The economy would not affect our fire department.
- Training.
- Equipment.
- To have qualified fire/medical personnel.
- Solid good 5 year and 10 year plan.
- Response to industrial areas in a natural/ manmade disaster.
- Riverwalk development- will Glendale be able to handle the additional ped traffic? Who's jurisdiction? Glendale FD or LAFD.
- Service cuts due to the economy.
- Wildfire prevention.
- Freeway expansions/ traffic / safety.
- Ethnic and gender make up of FD personnel.
- Perception that overtime usage is out of control.

Appendix A

External Stakeholders Input

Positive Comments and Strengths Provided by the External Stakeholders (No particular order)

- High public expectation of professionalism has been established by past performance.
- Professional.
- Great responders!
- Well trained, well organized.
- Wonderful citizens.
- Good collaboration.
- GFD is knowledgeable and courteous.
- Easy to work with.
- Clean cut and professionally outfitted.
- Quick response time due to proximity.
- Great presence.
- Well respected.
- Very professional.
- As seen as commanding resource.
- Believe they are well respected and seen as an important resource in Glendale.
- Good community involvement.
- Respected personnel.
- Available to educate on and promote fire safety.
- Knowledgeable about new and improving techniques.
- Responsive- caring in emergency situations.
- Handled the station fire last year extremely well for the community.
- Chief Scoggins!!
- Firefighters- positive, upbeat, professional.
- Good response times.
- From personal experience, they have been prompt, caring, kind, and giving to the community.
- Outstanding, professional, caring, well trained team.
- Outstanding response to emergency situations.
- Proactive and concerned about the community.
- Excellent CERT training.
- Equipment/ hazardous materials truck.
- Well educated.
- Professional.
- Well run.
- Part of the community.
- Pride in their work.
- Great training.
- Great community relations.
- Good response time.
- Our metropolitan medical response system is excellent. It develops a strategic plan for hospitals, fire department and the police during a disaster.

Appendix A

External Stakeholders Input

- Excellent leadership (Chief Scoggins).
- Professional.
- Well trained.
- The very fact that you are soliciting public input for the strategic plan.
- Your active participation in the community- attending homeowner meetings etc. We appreciate your proactive attitude.
- Active review of neighborhoods for fire dangers, brush clearing, etc.
- My experience with GFD has been positive for the most part.
- Professional, fit and personable.
- The GFD is awesome! As a station fire evacuee, we have seen them in action.
- Keep up the good work!!
- Kudos to our department for prompt response on wildfire conditions as well as paramedic care.
- Quick response.
- I like this meeting. More are needed.
- Willingness to involve the community in planning etc to achieve the best FD they can.
- Always professional in the community.
- Quick response times are impressive.
- Chief is doing a fabulous job in the ranks of fire department and in the community.
- Community involvement of the fire department is the best I have ever seen. Always ready to help and very generous in every way to the community fundraisers and organizations.
- More transparent.
- Involvement with the community.
- Education.
- Training.
- Jr. Program.
- Our chief is extremely proactive in making the department the best in the nation (this exercise is a prime example of this).
- The fire department personnel are well trained and always display a positive and helpful attitude.
- Quick response.
- Community outreach-being part of a large company in Glendale, GFD has always reached out to us.
- Professionalism- Glendale firefighters and paramedics are always professional and respectful.
- Fire department has always been concerned about the environment. Always have innovative ways/ ideas and resources that help the environment. Company employees know firefighters by name because of frequent visits.

Appendix A

External Stakeholders Input

General Comments Provided by the External Stakeholders

(No particular order)

- Love you guys.
- Glendale Fire Department- well trained and doing a good job.
- It is a real strength to have the longstanding partnership between the GFD and one hospital (GAMC) with the pre-hospital coordinator position. We are delighted to sponsor and support this ongoing partnership.
- Look into the Nixle Alert system. It's a mass notification system where people receive emergency information on PDA. Wilshire PD has one and it is very beneficial for residents and business owners.
- Thank-you for taking the time to plan based on community input.
- Have noted diversity of department- good response to the community served.
- Personnel always willing to provide or get knowledge requested.
- Good camaraderie between all personnel.
- We appreciate the work and sacrifice you make for us.
- Is there a way to offload medical calls?
- I am proud of my fire department for all their hard work and dedication to the Glendale community and its residents! Thank-you for giving us peace of mind!!!
- I believe our fire department is well run from top to bottom, courteous, community minded, always available to help, knowledgeable in any function or program the community needs.
- Glendale is lucky to have the fire department it does. Hopefully this economy will not adversely affect its efforts to be even better and stronger.
- Need to work with public safety to ensure adequate access to narrow canyon roads in emergencies: Create one-way roads in emergency situations for egress and ingress, Create no parking on one side of the streets.
- I have had two medical emergencies at my home in the last 2 years requiring a 911 call. Response was very good. However, I think it would be beneficial to remind the responders that family members are terrified and could use a bit of compassion. Also, this is not a time for joking. One FF told my husband he was going to button his shirt so he didn't "excite" the ladies in ER. My husband is 73- it wasn't appropriate. Care was excellent though. Love you guys!!
- Why are some injured patients taken to county hospital where the wait for care is so long?
- I'd like to create a short fire avoidance video that could be posted on Youtube etc. and an email with the link sent from the Glendale FD to all Homeowner Associations, residents etc. whose email is known to the department..
- Glendale FD is fantastic. They are always available for advice and tours of our company to better serve us and the safety of our employees.
- Our fire department is doing a fantastic job. It is time that the community stands behind the department, without our support no department can do a good job. Thanks for your effort Chief Scoggins, job well done.
- As I am from the ARC we look to have open communication in terms of needs at the time of a fire incident. We are willing and able to provide disaster related services to the community and look to the fire department to request those services on behalf of the client.
- Would like to meet with and discuss issues relating to disaster service during the year with your rep.
- Goal would be to have a close working relationship.

Appendix B

Expectations as Identified by the Internal City Department Stakeholders (In priority order)

1. Fast/ prompt response to service calls.
2. Professionally competent trained personnel.
3. A fiscally responsible department that makes every tax dollar count i.e. budget monitoring.
4. Knowledgeable on medical services.
5. Knowledgeable on hazardous materials mitigation.
6. Prevent fires.
7. That they will be committed to saving lives and property.
8. That they will be professional in all aspects of their service including maintaining technical expertise.
9. That they will do whatever they can to maintain a Class 1 rating or equivalent (understanding budget constraints).
10. That they will be part of the city organization and understand the needs of the whole organization and where they fit in the organization.
11. Ability to assess and understand diverse array of emergencies that plague our region (earthquake, flood, brush fire, etc.).
12. A diverse fire safety force that represents the cultural/ ethnic diversity of the city.
13. A proactive department that educates / informs the community of its needs to remain safe and secure (education).
14. Adequate disaster preparedness plan.
15. Responders will be properly equipped.
16. Maintain Class A rating to keep insurance rates low.
17. GFD will work with other departments as a member of a team so we can all support city services better, thus serve the public more effectively.
18. To help save lives.
19. To fight fires.
20. To be a first responder in emergencies.
21. To ensure a safe community with regards to fire building codes for various structures.
22. To respond appropriate 911 calls within a reasonable time frame.
23. To provide quality emergency medical assistance in a timely manner.
24. To have adequate training and familiarity of the building or wildland area to quickly rescue persons trapped and contain then extinguish a fire.
25. To utilize fire prevention techniques and update or create codes to contain fires to the area of origin until it can be extinguished by outside personnel.
26. To have public outreach/education to teach citizens about their responsibility to properly maintain their property, what choices they have, and the proper use of 911.
27. Well equipped.
28. Community friendly.
29. Technical expertise.
30. Empathetic approach.

Appendix B

31. Communication (open and complete).
32. Good understanding of the department's ability to assist.
33. Provide timely, effective service in all areas of responsibility.
34. Fire is available to guide us through response to disasters.
35. Work collaboratively with other departments on educating and responding to public need.
36. Concern for community's future.
37. On top of best practices for fire related responsibilities.
38. Deliver the services within budget.
39. Improve the collect ability of emergency services billings.
40. Knowledgeable on fire suppressions.
41. Knowledgeable on technical rescue.
42. Stop fires.
43. Other emergencies.
44. Work with departments on issues providing clear direction and feedback to related to FD areas of responsibility interfacing with department.
45. Maintain professional actions and image.
46. Suppress fires quickly and with minimum damage.
47. EMS to all citizens regardless of ability to pay.
48. Be cost effective.
49. Emergency life saving through fire suppression and rescue.
50. Strong partnership with police in broader public safety mission and planning.
51. Integrated component of city-wide management team.
52. Break "Traditional" paradigms of providing service and reduce costs of operations.
53. Be responsive to the community's concerns, needs and issues.
54. Quick response to fires.
55. Proper response to technical rescues.
56. Public fire/ EMS safety education.
57. Domestic preparedness.
58. Have metrics that show better than average performances, including performance/ \$ comparisons.

Areas of Concern Identified by the Internal City Department Stakeholders (No particular order)

- The perception that fire personnel are treated differently by city management (placed on a pedestal).
- The lack of ethnic diversity amongst the rank and file but particularly for the future leadership of the organization, i.e. what % of force is Armenian by origin?
- Ability to keep up moral with the decreases in the city budget.
- Ability to maintain levels of services with decreases in the budget.
- Ability to recruit a diverse workforce.

Appendix B

- Budgetary constraints are/will become a hurdle to maintain level of service.
- Fire prevention does not have the resources to keep up with complimentary functions in the entitlement process causing a “bottleneck” in the processing of building entitlements.
- We “Glendale fire” set the “bar” to high in fire prevention/plan check to approach unreasonableness. This is listed as a “concern” not a “statement of fact”. Fire should be encouraged to take a look in the mirror and take an honest objective look at this area. If they determine that the bar is appropriate, the organization should adjust to that standard.
- Long term financial stability/ viability of an in-house EMS program.
- Amounts incurred for overtime expenditures.
- Be sensitive to public perception, i.e. fire trucks may be seen out of district- they may be closer to an incident but the public may not realize it.
- Ability to respond to natural disasters or terrorist attacks.
- Members of the department seem elitist and insular.
- Members appear to have an entitlement mentality.
- Embarrassingly high overtime.
- Losing credibility with the public.
- The GFD does a great job for the community but there is an impression that they overtime is not properly managed thus causing an increase in costs.
- Some streets of the city are narrow and have cars parked along them- can the fire trucks and engines get to the emergency timely when this is the case?
- With a large immigrant population and now a medically uninsured population, the community may need to use the emergency medical response more frequently and perhaps may choose to use it in place of other medical options open to them.
- None- outstanding department predominantly fulfilling expectations.
- Not specifically fire related, more a city issues... the requirement that we call fire for building emergencies during nonstandard (evening) hours slows down response while facilities staff is needed to solve problem.
- Charges for emergency transport, fire often responds to medical issues for indigent people who refuse treatment because of fear of cost.
- While service calls for emergency issues are always responded to professionally and treatment is outstanding, we often wonder why so many staff and vehicles are needed.
- Effective gadflies on moral of staff.
- Traffic rules and drivers that impede ability to respond.
- Multiple languages- expectation that all 60+ languages can be handled.
- Ability to respond locally when multiple incidents happen out of area and are deployed elsewhere.
- De-emphasis “or pressure to diminish” ongoing training.
- Cost of equipment and facilities in face of a declining economy.
- Overtime costs sustainability.
- Emergency response time.
- Proper-updated training.

Appendix B

- Proper- updated equipment.
- Customer services.
- Budget reduction.
- Community pressure to reduce customer service.
- Delays in development entitlement process.
- Cost of services.
- Cost of retirement, though fire has made an effort in this regard.
- Cost of service.
- Willingness to embrace new and different way of conducting business rather than steadfast reliance on tradition.
- Community concerns about how fire department operates and finding ways to continue to import community feedback into the direction of the organization.
- Keep looking for ways to keep costs low.

Positive Comments and Strengths Provided by the Internal City Department Stakeholders (No particular order)

- Very professional and thorough.
- Very responsive and courteous/friendly.
- Great leadership by Chief Scoggins who will take risks to change status quo.
- Willingness to pitch in with budget woes.
- As a group, they are great leaders in adverse conditions.
- Fire takes pride in keeping this community safe from fire suppression to disaster preparedness.
- Customer service is outstanding. Fire seems to realize that every call they make is potentially the single most significant event in a persons life and treats it accordingly.
- Well trained and up to date.
- Timely/ fast response time to incidents.
- Competent, trained staff.
- High level of customer service.
- Department personnel “care.”
- Effort is being made to be fiscally responsible.
- GFD handles its core mission (5 expectations) very well.
- They are well trained which translates to great response and safety to the community.
- They are professional.
- Fire department personnel attitude of caring and helping is very strong at all levels of the organization.
- Top notch department.
- Meeting the needs of a large community with limited resources.

Appendix B

- Community outreach is excellent.
- Outstanding staff.
- Fire staff are always professional with dealing with emergencies, “victims” are always treated in a caring compassionate manner.
- In disaster situations I am always impressed with the level of training that has prepared fire for a response.
- General good naturedness of members.
- Concern for the city’s welfare in fiscal and other ways.
- Energy level: upbeat, positive, high energy department.
- Willingness to work/ cooperate with other departments.
- Lack of whining.
- Always professional.
- Leaders during a disaster event.
- Easy to work with.
- Very proud of our fire department.
- Friendly and good customer service.
- Very positive and in touch with community.
- Great attitude in their relations with other departments.
- Friendly.
- Appear professional, thoughtful and proactive.
- Well trained.
- Knowledgeable of, and concern for, community.
- Excellent facilities and apparatus.
- Stable, committed staff.
- Very professional, loyal, and dedicated personnel from top to bottom of organization.
- Willingness to contribute to greater city/ community priorities.
- Truly interested in constructive change.
- Congratulations!! We have a splendid fire department.
- Professional, effective and courteous.

General Comments Provided by the Internal City Department Stakeholders (No particular order)

- I feel very safe as a resident of Glendale that my fire department will be there when I or the community needs them.
- The fire department is a group of people who are the public face of the city to the public at large. In that regard, the overall lack of ethnic diversity particularly in the area of recruiting are Armenian Americans continues to be an almost inexcusable problem. Given the programs that there have been investment in the pay back from them to address these have not proven very successful. New approaches are needed.

Appendix B

- Overall, I think the GFD is a well run organization that responds timely to calls to service and provides high level competent response to the residents in the community.
- We're looking forward to collaborative efforts in planning joint library/ fire station buildings.
- I would like to see more collaborative education programs.
- Keep with what doing now. Improved image of patient, cooperative, positive department.
- Reevaluate some of the nonessential and easily misunderstood activities (the boot program, outside basketball courts that encourage people to think you are under worked).
- Good luck with the process!
- Perhaps more synchronization with the adjoining communities for the response to calls across city boundaries for different types of calls... fire, rescue, or EMT.

Appendix C

Regional Stakeholder Findings

Expectations as Identified by the Regional Stakeholders

(In priority order)

1. Fire Suppression.
2. EMS services delivery.
3. Professionalism.
4. Work cooperatively with surrounding agencies and city departments for better area wide services.
5. Properly Staffed.
6. Quick/ timely response to 911 calls.
7. Competence.
8. Properly equipped.
9. Work well with others.
10. Represent community.
11. Well trained.
12. Responsive to community needs.
13. Community involvement.
14. Provide professional, highly trained personnel.
15. Provide good management of Verdugo Communication Center.
16. Communicate activities and changes in anticipation of upcoming decisions.
17. Prompt courteous services.
18. Community outreach.
19. Be prepared- training/ awareness/ fitness level.
20. Be professional- attitude/ high standard.
21. Have a plan- continually assess operations to ensure efficiency.
22. Include the community- Let community have "ownership."
23. Be prompt- seconds count.
24. Respond to every call for service in a reasonable amount of time with trained, competent personnel.
25. Meet the demands and expectations of the community.
26. Work with other departments within the community.
27. Provide full service department- suppression, EMS, Special Ops (hazmat, USAR).
28. Support their personnel.
29. Balanced interaction and cooperation with southern California fire agencies.
30. Fire Prevention.
31. Hazmat.
32. USAR.
33. Ability to handle all risk emergency response for the Glendale community: emergency medical, fire, hazmat, major disaster response, wild land fires.
34. Prevention of fires and other community emergencies through rigorous code enforcement and inspection activities including: new construction, existing buildings, wild land interface and hazmat.
35. Education of the public: in emergency medical basics and first aid, fire safety and prevention, disaster preparedness, wildland and flood preparedness.
36. Ability to assist and cooperate with neighboring public safety services through mutual aid and automatic aid - to contribute fairly and substantially to regional response efforts.

Appendix C

Regional Stakeholder Findings

37. Ability to contribute to state-wide emergency response.
38. Perform as safely as possible in all situations.
39. Provide best level of service with provided resources.
40. Work together as a team at all levels pulling in a single direction.
41. Be a well disciplined department with every member knowing expectation and meeting them.
42. Earning respect of the community through professionalism.
43. Prevention of fires.
44. Rescue services.
45. All-risk preparedness.
46. Prompt, professional response to emergency incidents.
47. Willingness to work with neighboring cities as one cohesive unit.
48. Willingness to work together, compromise and develop training that will enhance work with neighboring cities as one cohesive unit.
49. Communicate goals/ objectives and significant changes in departmental operations ASAP to neighboring cities if these changes will cause impact.
50. Professional services, experience, knowledge, training.
51. Response times at national level.
52. Department image, vehicle appearance, personnel appearance, station appearance.
53. Being available to assist and answer questions from the public.
54. Respond to emergencies quickly and mitigate in professional manner.
55. Investigate cause to determine RP and prevent reoccurrence.
56. Plan for acts of domestic terrorism and prevention.
57. Lower risk of liability to city for disasters by proper code enforcement and strength of response preparation.
58. Resolution of emergency.
59. Compassion/ understanding/ respect.
60. Feeling about service provided.
61. Fire prevention/ disaster preparedness.
62. Public fire/ EMS safety education.
63. Training.
64. Integrity- the community should have absolute trust and faith in their firefighters.
65. Competency- in all facets of fire services; including customer service techniques.
66. Transparency.
67. Commitment- more than just a job.

Areas of Concern Identified by the Regional Stakeholders **(No particular order)**

- Staffing.
- Training.
- Budget.
- Leadership.
- Changing of the guard- old verses new personnel.
- Staffing levels.
- Prepared for significant large scale incidents.

Appendix C

Regional Stakeholder Findings

- Well trained.
- Conduct during working hours- excessive exercise, uniform usage during business hours.
- Lack of willingness to compromise on the “Glendale” way of providing service.
- Equipment purchases based on doing things the same old way verses accepting innovative solutions.
- Very few personnel reach out to surrounding agencies to reach consensus on common problems.
- Training standards sometimes compromised to meet a quota.
- Fire management and staff (line) send mixed messages about current and proposed actions.
- Not specifically aware of any.
- Revenue streams.
- Capabilities to mitigate all risk hazards.
- Sustainability.
- Don’t let budget compromise safety of personnel and commitment to the customers.
- Keep focus on the end user.
- Firefighters should be physically fit.
- Training is the key to constant preparation.
- Is there adequate staffing per rig?
- Is there a succession plan in place?
- Does the department have regular events where the public gets to meet the firefighters?
- That the Glendale Fire Department maintains staffing levels equal to the many tasks that they have.
- That adequate training staff, facilities and funding remain available to sustain all response activities and safety of personnel and the community.
- Adequate administrative personnel and support to keep response and training at current excellent levels.
- Community support remains in difficult economic times with an eye to long term success rather than short term economics.
- Public perception of firefighters greed.
- Lack of adequate resources to meet expectations.
- Loss of quality people due to retirements due in 3% retirement system.
- Employee discord due to lack of funding necessitating cuts in salary/benefits and staffing.
- Increasing government regulations with increased expectations that are not funded.
- Adequate resources to deliver core services.
- Ability to provide new services.
- Constant effective service delivery during an economic downturn.
- Members of the FD reflecting the community served in terms of diversity.
- Will changes to their department due to the economy affect the automatic services we expect them to provide?
- Are their training priorities close enough to ours so that we should continue with a tri city academy?
- Will they be flexible enough to continue with tri city training overall RE: hose lays, brush, etc?
- Any budget cuts that may come in the future which would affect level of service.

Appendix C

Regional Stakeholder Findings

- District coverage.
- Number of personnel at an incident.
- “Contracted” services.
- Leadership/ funding.
- Response times.
- Training.
- Fire/ EMS/ All risk (NFPA).
- Apparatus- is it adequate or meets industry standard (NFPA).
- Equipment- is it maintained and meets industry standard (NFPA).
- Fire prevention goals and procedures- Are we meeting inspection goals? Are we doing quality inspections and pre-fire plans?
- Employee commitment- personal wants verses career sacrifices.
- Thoughtful long term planning- particularly budgetary.

Positive Comments and Strengths Provided by the Regional Stakeholders (No particular order)

- Highest ranked city department in city satisfaction.
- Representative of community.
- Dedicated employees in rank and file.
- Responsive and proactive.
- Excellent outreach to local youth interested in fire service.
- Upper management staff willing to communicate with surrounding departments.
- Fire Chief is willing to seek input before drawing conclusion and making final decision.
- Education and outside training increasing as opposed to older system.
- Education standards are increasing in a positive standard.
- Solid organization.
- Cooperative master mutual aid and automatic aid department.
- Positive command presence.
- Progressive organization.
- Dynamic and engaged personnel.
- Continually seeking innovation and excellence in daily operations.
- Glendale fire has an excellent reputation for being a progressive department.
- They clearly show their readiness every year during brush fire season.
- Dealing with metro rail disaster taught lifelong lessons.
- Very transparent process
- Known for being a very professional organization.
- Very “forward thinking” department.
- Top notch leadership.
- Excellent reputation.
- Full service department meeting all the needs of the city.
- Excellent communications department.
- Joint response districts increase service levels while maintaining cost.

Appendix C

Regional Stakeholder Findings

- Fire suppression.
- Hazmat service delivery.
- Rescue services.
- Code enforcement services.
- Emergency medical services.
- They appear to have a high level of training standards.
- Their management communicates well with others (important with neighboring city due to auto aid, etc).
- Feel confidence in their ability to perform on emergency incidents- high level as compared to other Area C departments.
- Professional service.
- Community involvement, involved in programs such as educational.
- Glendale is known for being “strong” in every area.
- Apparatus and personnel appear to be in excellent shape and well maintained.
- Quarters are kept in excellent conditions.
- At incidents the members appear well trained and experienced they also appear professional.
- Training and professional development is a priority.
- Glendale presents an excellent image- particularly involving community involvement.
- Department personnel appear proud to be a member.

General Comments Provided by the Regional Stakeholders **(No particular order)**

- Glendale fire is a cooperative partner for tri cities in seeking solutions.
- I would like to recognize the forward thinking of the Glendale fire department for putting such a high importance on this process.
- I do not have a lot of information specific to Glendale fire department; however, just by the fact they are going through this very transparent process speaks volumes to their level of professionalism and concern. By going through this process, they are putting the concerns for the citizens they serve first.
- A good look at services should always be compared by speed and weight of response. Meaning how quickly (speed) can you respond to an emergency and the weight or number of personnel to get the job done.
- The GFD seems to be progressive and efficient at delivering core services to the community at large.
- I have trained and responded with the member of the Glendale fire department, they have a command presence at incidents and seem to know their job very well. I have been to training classes and they are an excellent group to draw experience from.

Appendix D

SUPPORTING SERVICES

• Training	• Unified Response Agencies Mutual Aid/ Auto Aid Agencies
• Verdugo Communication Center	• Animal Control
• Grants	• Information Technology
• Other City Departments (Legal, Management, (GWP), Facilities, Information Services, Human resources, Glendale Police Department (GPD), Building and safety, Finance, Parks, PW, Neighborhood Services (NS), Employee Health Services, Storekeeper Dept.	
• Other Cities (Burbank, Pasadena, Area C, LA)	• Joint Regional Intelligence Center (JRIC)
• Verdugo Firefighters Association	• Facility Maintenance/ Public works
• Professional Associations	• Public Information Officer dept.
• Radio Shop	• LA Area Fire Chiefs Association
• LA County Fire mutual/auto aide	• Unified Response Agencies
• Gay's and CV Towing	• LA County Sheriff's department
• Office of Emergency Management (OEM)	• Paramedic Training Institute (PTI)
• California Emergency Management (CAL-EMA)	• California Firefighters Joint Apprenticeship Committee
• Verdugo Fire Academy (VFA)	• Department of Motor vehicles
• Jet Propulsion Laboratories (JPL)	• Department of Health Services
• Underwriters Laboratory (UDL)	• Medical Director & Nurse Educator
• Mechanical Maintenance	• Glendale Unified School District
• Elected Officials	• Cal Fire
• Office of the State Fire Marshal	• California Highway Patrol
• Cal Trans	• Social Services
• Cal Emergency Management Department	• Cal EPA
• NFPA	• Fish and Game
• OSHA	• USFA
• Cal Chiefs	• Unites States Fire Service
• Occupational Safety & Health Administration	• Federal Emergency Management Dept.
• LA County Flood Control District	• Federal Law (ATF, FBI, USPS, TSB)
• Corporations (IHOP, Nestle, Disney, DreamWorks, Americana, galleria, ABC 7)	• Chamber of Commerce
• Burbank Glendale Airport	• Glendale's Labor Unions
• International Association of Firefighters	• International Association of Fire Chiefs
• California State Firefighters Association	• California Professional Firefighters
• American Red Cross	• Burn Foundations
• Hospitals (Glendale Adventist Medical Center, Glendale memorial Hospital, Verdugo Hills Hospital, Children's, County USC, St. Joseph's, Huntington, Holy Cross and Kaiser)	
• Civic groups (Rotary, Kiwanis, Elks)	• Home Owner Associations
• Media	• Glendale Community College

Appendix E

Glendale Fire Department Strengths

Equipment, personal protective equipment and apparatus	Quality (good people/ dedicated employees, good attitude)
Staffing model- 4 person apparatus	Good facilities
Salary and compensation	Progressive
Provide quality service to community members	Top quality fire prevention (comprehensive)
Leadership	Values
Hiring practices (lead to quality employees we have)	Willingness to volunteer (academy, hose repair, apparatus committee)
EMS program	Background investigations program
In-house academy	Wellness fitness program
Training department (opportunities)	Value diversity
ISO rating Class 1	Charity involvement
Response time	Respect in community
Response to concern for community	Junior fire program
CERT	Fleet maintenance
Christmas families, "Spark of love"-toy drive	Camaraderie-sworn personnel
Personnel movement (promotional opportunities-informal, mentoring preparation)	
Environmental Management Center (EMC)/Fire Prevention Bureau (FPB) -Certified Unified Program Department (CUPA), hazardous waste roundup	
Cadet program	Hoover academy
Explorer program	Professionalism
High work ethic	Ability to work above and beyond what is expected
Who we are (quality)	Teamwork
Compassionate	Department's high standards
City of Glendale high quality standards	State of the art dispatch
Designated Emergency Operations Center (EOC)	Right size fire department for the size of city and operational responsibilities
Trained fire mechanics	Public information
Support of other city divisions	fire suppression
Probation period/ process	Good management labor relations
Support of council and city manager	Good relationship with other cities
Strength of having 3 hospitals	Specialized programs/ apparatus
GFD website	Regional Training Center (RTC) with staff
GFD training center	Grant writer
Urban search and rescue (USAR)/ hazmat	Promotional practices

Appendix F

Glendale Fire Department Weaknesses

Over committed- spread too thin	Technology
Leadership – Span of Control	Facilities- Stations 26 & 29
Inconsistency- from one shift to another shift	Inexperience
Recruitment- gender and ethnic diversity	Physical fitness – not done by all companies
Lack of Cohesion among the members	Lack of appreciation for what we have
Succession Planning	Lack of public relations (PR) and marketing
More reactive than proactive	Strategic/ tactical fireground SOG's
Geographic separation of FPB/ EMC/ permit services from operations)	Lack of online training (etc. harassment training, EMT)
Fire fleet not controlled by fire department	Inadequate number of administrative staff
Inadequate number of Fire Prevention Bureau staff	Not enough paramedic resources (RA's) per capita
Too many programs performed by line personnel	Lack of support/ programs (USAR- grant funding)
Lack of EMS education (911, etc)	Community access issues with apparatus
Time management	Grants/ sustainability
City Services Interface (CSI)- not meeting fire departments needs	Priorities out of line with core mission
No standards of cover document	Popularity above leadership- shift in priorities
All civilian fire prevention bureau staff- lack of continuity between civilian and sworn staff	Lack of involvement with community associations -Home Owners Association (HOA), Parent Teacher Association (PTA)- assigned personnel
Lack of formal mentoring program	Lack of documentation (training, pre fire plans)
Target hazard identification listed per district	Lack of Pre fire plans on mobile data terminals
Comprehensive career development plan (for all ranks/administration/civilian)	Lack of translated outreach/ education material
Reduced command staff	Mechanics and shop not overseen by fire division fleet management consolidation

Appendix G

Glendale Fire Department Opportunities

Enterprise fleet maintenance	Resource Ordering and Status System (ROSS)
Influence fire code adoption- national/ state/ local	Station adoption (station<->community adoption)
Grants (USAI, SHSGP, MMRS, SAFER)	Public education within community
CISCO systems (video conferencing)	This meeting
Expand basic life support (BLS) program	HOA involvement
Hand crew	Glendale Community College (GCC) partnership
Regional training center	Housing subsidies for personnel
Operationally- Type III and type VI engines	Marketing of Glendale medic
National fire academy	Community- corporate sponsors
Community- Fire fit	Community- build relationships
Involvement with professional associations (Western Fire Chiefs Association (WFCA), LA Fire Marshal Association)	Operationally- outside department training opportunities
Glendale medic subscription program- to vote of the public	Medical facilities fee
Increase patient assessment fee	Public safety fee on property taxes
New updated DVD/ tri folds	Advertising space on rigs
Annexation of county areas	Business tax
Build intra department relationships	Use Twitter and Facebook – Social Networks
Public education volunteers (non suppression functions)	Public service announcements in foreign languages on television and other media (print, etc)
Increase “bridge the gap” (with our own civilians)	Further develop CSI
Market all the daily activities, services volunteer programs, community participation, charities, in house money/ tax saving programs we do	Create better relationships with county health and other county organizations – to learn what is going on specific to region
To work together with General City Employees Association (GCEA), Glendale Firefighters Association(GFFA), Glendale Management Association (GMA), Glendale Police Department (GPD)	

Appendix H

Glendale Fire Department Threats

Economy- decreasing taxes	Competition for general fund budget
Special interest groups (misperceptions/ misinformation to community)	Regulations: federal & state (unfunded mandates, i.e. narrow banding)
Lack of information (ignorance) regarding pensions, EMS staffing	Staffing downsizing
Population density increasing	Increased urban interface
Call load going up	Privatization of fire/ EMS
Healthcare reform bill (call load reactions)	Lack of state budget being balanced on time
Concern of Verdugo demand compared to staffing	GMA, GCEA, GFFA, GPD are not unified and collaborating
Competitive benefits packages	Climate/ environment
Fire road access/ increased rescues without proper apparatus/ fire road upkeep	Paradigm shift in the public- they are more critical of us now in the lean times
Pressure to reduce fire/ life safety requirements	Traffic calming devices-threat to vehicles, response times
Surrounding area staffing models (brown outs)	Purchasing decisions outside department
Losing fleet maintenance	Losing Class 1 rating
Banquet hall overcrowding	Adams hill access
Target hazard access during events i.e. Americana, Christmas time	Green building codes affecting safety/ operations
Loss of control over programs and resources relative to city consolidation	Repeaters/ communication in buildings (no communication below ground/ 100 feet inside Adventist)
Unrealistic external expectations	Lowering of standards
Infrastructure collapse	Regionalization
Acts of terrorism/ pandemic	Grant funds decreasing
Political pressures on hiring and staffing	Communications radio reliability (no operating platform, susceptibility to failure, no redundancy)
Wrong perceptions (salary, pensions, time at work, EMS, Fire, getting coffee, shopping for dinner)	